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## Terms of Reference for ICs through /GPN ExpRes

**Services/Work Description:** Evaluation for Global Programme 'Legal Identity for All'

**Project/Programme Title:** 'Legal Identity for All'

**Consultancy Title:** Evaluation for Global Programme 'Legal Identity for All'

**Duty Station:** Home-based

**Duration:** 60 days (1<sup>st</sup> June 2022 – 31<sup>th</sup> December 2022)

**Expected start date:** 1<sup>st</sup> June 2022

### BACKGROUND

The 2030 Agenda for Sustainable Development established a specific target within the Sustainable Development Goals Target 16.9: "legal identity for all, including birth registration, by 2030." In order to achieve this goal, about 15 UN agencies and departments active in the civil registration, vital statistics and identity management arena were brought together under mandate from the Deputy-Secretary-General to form the United Nations Legal Identity Agenda Task Force (UNLIA TF), with the aim to support Member States to develop a holistic, comprehensive and interoperable civil registration, vital statistics and identity management system, from birth-to-death.

As a part of UNLIA TF, it was originally planned to establish a Multi-Partner Trust Fund (MPTF) in order to implement annual work plan (AWP) that UNLIA TF has developed. However, due to Covid-19 and repurposing of committed fund from the donor, the TF could not set up MPTF and instead it was agreed to implement UNLIA TF's AWP via UNDP global programme.

This UNDP global programme 'Legal Identity for All' was established in 2018 as a project initiation plan (PIP) to kickstart UNLIA TF coordination work and was later used to implement AWP of UNLIA TF as well as some UNDP-led own initiatives around legal identity. The programme has mainly three components -- i) global policy and coordination work as UNLIA TF, ii) country support in Africa and iii) digital innovation as UNDP's own initiatives. The programme received funding from Japan, Switzerland, Sweden as well as UNDP internal resources from BPPS and Chief Digital Office.

As the project closes at the end of 2022, the programme shall undertake evaluation for its activities from the end of 2018 until 2022.

### 1. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

This final evaluation is being undertaken to inform UNDP and its partners of lessons learned, results achieved and areas for improvements. The lessons of the final evaluation will be used to strengthen UNDP's future intervention in the work of legal identity which will be a part of 'Global Governance Programme' from 2023.

#### Objectives

The main purpose of this this evaluation is to draw out lessons learned and identify further support and/or action needed to ensure proper implementation and performance of the global programme 'Legal Identity for All' (referred as 'Global Programme' hereafter).

1. This evaluation is being undertaken to assess the performance of the Global Programme in achieving its intended results as well in meeting its objectives, specifically also at the outcome level and impact achieved. The final evaluation will review the Global Programme from December 2018 till Nov 2022.



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2. Additionally, this evaluation will provide general insights on:

- The ability of UNDP to function as an effective provider of technical support in the area of civil registration, vital statistics and national identity; the extent to which the Global Programme is able to respond to the needs of UNDP Country Offices, UN Resident Coordinator Offices, and UNCTs.
- The ability of the Global Programme to leverage UNDP's role as an international policy maker and thought leader on legal identity issues.
- The effectiveness and achievements of UNDP in coordinating and ensuring 'One UN' approach in both global and country level to develop robust birth to death comprehensive and interoperable legal identity ecosystem
- Global Programme's contributions to UNDP's Integrated Results and Resources Framework for the 2018-2021 and 2022-2025 UNDP Strategic Plan.
- The ability of the current structure of the Global Programme to manage finances and operations, meet partner expectations, and respond to the needs of priority countries.

#### General Evaluation Criteria:

At the country level:

- **Programmatic support:** Has the Global Programme's technical, financial, operational and strategic support been relevant and responsive to the needs and priorities of UNDP Country Offices in the field of legal identity?
- **Added value:** Has the Global Programme modality added value to UNDP's offer on legal identity in the field and in what way i.e. in flexible funding, expertise, comprehensive programming, coordination with the UN system, etc.? Has the work of legal identity been implemented in relation to other relevant governance programming such as elections or e-governance and what value was added to other projects?
- **Impact:** To what extent has the Global Programme contributed to closing identity gap in priority countries? What examples can be shared?
- **Way of working:** How consistent has Global Programme support been with UNDP corporate standards of practice (e.g., prioritizing Leave No One Behind, human rights-based, nationally-owned, based on analytical assessment, adapted to country context, gender sensitive and conflict-sensitive, supportive of innovation)? How sustainable are the results?
- **Coordination:** Has the 'One UN' approach been effective in improving the legal identity system in the country?
- **Lessons learned:** Identify lessons learned, best practices and innovative approaches at the field level that can inform other programmatic engagements supported by the Global Programme.

At the global level:

- **Coordination and partnership:** To what extent has the Global Programme promoted coordination and partnership across the UN system and external partners such as World Bank or private sector? How does the Global Programme support joint engagement across the UN pillars? Is the Global Programme an effective platform for financially and operationally supporting UNLIA TF?
- **Strategic positioning and policy development:** How has the Global Programme shaped UNDP's relevance as an international leader and/or partner in the legal identity field(s)? Is UNDP recognized as a key actor on legal identity and what has the impact of this been on the organization? What is the contribution of the Global Programme to achieving SDG 16.9 'Legal Identity for All by 2030'?
- **Added value:** To what extent has UNDP and UNLIA TF leveraged the Global Programme to strengthen its financial and technical offer to support Member States on developing birth to death comprehensive and interoperable legal identity system? How was the global coordination effective in influencing decisions of



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Member States—i.e. strategic plan priorities, designing of the legal identity system etc? How UNLIA TF leveraged this Global Programme to formulate policies and guidelines in the global level? How the Global Programme was an effective vehicle for global advocacy on UNLIA TF?

- **Lessons learned:** Identify lessons learned, best practices and innovative approaches from the field that can be scaled up to inform Global Programme-supported policy development.

At the programme management level:

- Are the management, operational, financial and administrative structures, including SOPs and business processes of the Global Programme fit for purpose? Where are the current challenges and what improvements could be made?
- Does the Global Programme have the required resources (human and financial) to achieve its intended programme objectives? If not, where is more investment needed?
- Does the Global Programme management meet partners' expectations? If not, what can be done to facilitate this?
- Is the trajectory of the Global Programme sustainable, assuming it should stay or grow beyond its current portfolio? What else might be needed to ensure the Global Programme can continue to perform at a high-level?
- Is the Monitoring, Evaluation and Learning capacity in the Global Programme sufficient and how could it be improved? How does the Global programme integrate results-based management?

### Scope of Work

This evaluation will be carried out by a consultant with the support of Programme Specialist (Legal Identity) based in New York, BPPS. The evaluator will undertake the following tasks:

- Consult with the Programme Specialist (legal identity) and UNLIA TF Secretariat in New York on the scope of work, methodology and country case studies to be selected;
- Draft the inception report outlining the evaluation methodology as well as interview plan and schedule (a few country case studies to be included);
- Develop the research questions and interview questionnaires based on the agreed evaluation plan;
- Conduct interviews with the relevant UN colleagues (members of UNLIA TF), donors, Resident Representatives, and other selected stakeholders;
- Draft the evaluation report based on the findings for the review of the Global Programme management team;
- Consult with the BPPS Programme Specialist and UNLIA TF Secretariat and adjust the report based on feedback;
- Submit final evaluation report to the BPPS Governance team.

### General Methodology:

The evaluator will rely mainly on the following methods for obtaining the necessary information:

- Desk review of relevant programme and policy documents;
- Interviews with a wide range of stakeholders and partners (including but not limited to UNDP HQ, regional and country level colleagues, UNLIA TF members, donors and key partners in government and civil society in country level;



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A detailed methodological note (based on the interim evaluation) for the evaluation will be completed within the first two weeks of the contract in consultation with the Programme Specialist (legal identity) and UNLIA TF Secretariat in New York.

## 2. Expected Outputs and deliverables

### Expected Outputs:

A comprehensive analytical report that shall include, but is not necessarily limited to, the following components:

- Executive summary
- Introduction
- Description of the evaluation methodology
- Analysis of the results, impact, resources, partnerships, management/working methods, and implementation strategy
- Presentation of key findings
- Conclusions and recommendations (including for M&E framework)
- Annexes
  - Questionnaires developed by consultants and used for the evaluation
  - List of persons interviewed, summary interview and mission reports
  - Any other relevant material that supports evaluation findings and recommendations
  - List of documents reviewed

No.	Deliverable	Timing	Due Date	Amount
1	Inception report outlining the evaluation methodology and suggested report outline	5 days	14 June 2022	10% of contract value
2	Presentation of the initial findings to the Programme specialist (Legal Identity) and UNLIA TF Secretariat	35 days	15 Oct 2022	40% of contract value
3	Draft evaluation report for the team review	15 days	20 Nov 2022	20% of contract value
4	Final report, based on feedback received	5 days	30 Nov 2022	30% of contract value

## 3. Institutional arrangements/reporting lines

The consultant will work under the guidance and direct supervision of the BPPS Programme Specialist (Legal Identity) and in close coordination with UNLIA TF Secretariat and will be responsible for the fulfilment of the deliverables as specified above.

The Consultant will be given access to relevant information necessary for execution of the tasks under this assignment.

## 4. Experience and qualifications

### I. Academic Qualifications:

- Master's degree in law, political science, development studies or related field;

### II. Years of experience:

- Proven experience at least 7 years in conducting evaluations of strategies, policies and/or development programmes/programmes in the area of governance;



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### III. Language:

- Fluency in English, knowledge of French and/or Portuguese is an asset.

### IV. Competencies:

#### [Functional]

- Excellent writing and editing skills;
- Excellent communication and interpersonal skills;
- Excellent analytical skills;
- Ability to work under minimum supervision and tight deadlines.

#### [Professional Skills]

- Demonstrates strong ability to manage, facilitate, and engage in discussions with multiple stakeholders in a formal setting, seeking to encourage participation in an open and collegial environment;
- Proactive in problem-solving and recommendation for conflict prevention and resolution;
- Strong ability in managing confidential and politically sensitive issues, in a responsible way, and in accordance with protocols.

#### [Interpersonal and communication skills]

- Strong communication skills and proven ability to collaborate between different actors and high level of internal and external relationship management;
- Uses tact and sensitivity when delivering sensitive information or resolving delicate issues;
- Demonstrates openness to change and ability to manage complexities;
- Remains calm even under pressure.

#### [Corporate]

- Demonstrates integrity and fairness by modeling the UN / UNDP's values and ethical standards;
- Promotes the vision, mission and strategic goals of the UN / UNDP; and
- Displays sensitivity and adaptability when working with a diverse array of cultures, genders, religions, races, nationalities and ages.

### V. Others

- Technical knowledge and experience in UNDP thematic areas, specifically in cross cutting issues such as gender and human rights-based approaches to programming and capacity development is an asset;
- Sound knowledge of UN procedures, results-based management (especially results-based monitoring and evaluation), and evaluation strategies will be an additional asset;
- Excellent analytical and report writing skills;
- Strong interpersonal skills;
- Ability to work in a multicultural environment;

## **5. Payment Modality**

Payment to the individual contractor will be made based on the actual number of days worked, deliverables accepted and upon certification of satisfactory completion by the manager.